


Transformations: From Systems to Individuals

What is the Point?

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Business leaders, political leaders military leaders, entrepreneurs all need to learn. And practice the same fundamental rule of thumb: Ask the last question first. And that is: **What's the point of this exercise?**

If you do not begin a new campaign, enterprise, military engagement or business launch with a clear definition of victory, you've set yourself for failure. If you don't know what success is, how do you know when you've achieved it? If you don't know if your strategy and tactics will take you there? If you don't have a clear understanding of what you hope to achieve, how will you be able to justify the time, energy, and human and financial resources you commit to the effort?

It's the lesson that the United States learned in the Vietnam War, in which we managed to win every battle and still left the country having lost the war. The critical missing element to that ill-conceived war was a lack of clear definition of victory.

Alan Webber, founder of Fast Company Magazine, Washington Post, Sun Aug 30, 2009.

The Quest of EBPs

- The EBPs:
 - Use Risk/Needs Tool
 - Match to Appropriate Services/Control
 - Use EBP Programs—TC, cognitive behavioral programs,
 - Monitor Compliance
- ✓ **RAPPORT, TRUST, CARING Working Alliance/PO Relationship**
- WHAT IS IT ABOUT????
- **A new name for “R” or “T”**
- **New programming ideas**
- **New interventions**
- **New ways of doing business**
- **“hug a thug”**
- **Be nice to offenders**

Why is EBP important....

Opponents

- Effect sizes (around 10 percent) from are too small to have an huge impact
- More prudent efforts can be devoted to changing the length of incarceration or probation
- Goal is to reduce crime
- Putting our eggs in a basket that will not hatch
- Too hard
- More important goals: deterrence, incapacitation

Proponents

- EBP is merely a tool to get to the end point(?)
- Effects are small because..
 - **NOT MUCH IMPLEMENTATION**
 - **Existing structures serve a small number—7% daily population**
- Goal is to make corrections a viable service system
- Human rights



What is the End Goal?



What is the End Goal?

- Reduce Incarceration
- Rehabilitation
- Offender Change
- Improve the community
- Deterrence
- Stay employed



What would be Victory?



What would be Victory?

- More treatment programs for offenders
- More skills for staff
- Treatment in punishment settings
- An environment where change is possible
- **We do not know!**



Faye's world of victory: Therapeutic Milieu

..where offenders can change and staff
can achieve the goals of changing lives
..where work is valued

Typical Day at the Center

- Offender goes out of center to look for work, and is turned away from two job interviews
- Should the correctional officer?
 - Ask about the job interview
 - Ignore it (it is ...someone else's job)—focus on security
 - Refer to the counselor
- Should the case manager?
 - Address it with offender
 - Ignore it—focus on paperwork
 - Refer to someone else
- **What would make this a Reentry Center?**

CASE STUDY: Becoming a Reentry Center

- What was attempted?
 - **Use risk and screening tools to assign programs**
 - **Have case managers work on discharge plan to include community treatment**
 - **Have correctional officers become role models for offenders returning to facility at night**
 - **Open the facility up to treatment and educational programs**
 - **Use incentives as well as sanctions**
- Change Process?
 - **Select instruments and programs**
 - **Work on community partners**
 - **Bring in external coach**
 - **Select organizational change agents**
 - **Train the agents to be champions/understand concepts**
 - **Conduct 2 day training on “soft skills”—MI and role modeling**
 - **Conduct boosters**

Views from the field

- When I ask Officer A about any changes occurring in the department she couldn't come up with anything. She doesn't know anything about the case managers and COs being housed under different department headings now and when she asks two other officers to help me they can't explain it either. They have no idea what I am talking about. I pushed the issue a bit noting that I thought they'd had some training recently where some changes were introduced. Hawks says they had communications training (MOTIVATIONAL INTERVIEWING) she tells me "*that*, was total bullshit". She says, "they think they can talk to us like we's children all the while telling us not to treat the inmates badly". She follows this up with a strong statement, "I don't care Miss Danielle, they don't care about me and I don't care back."

Staff Issues

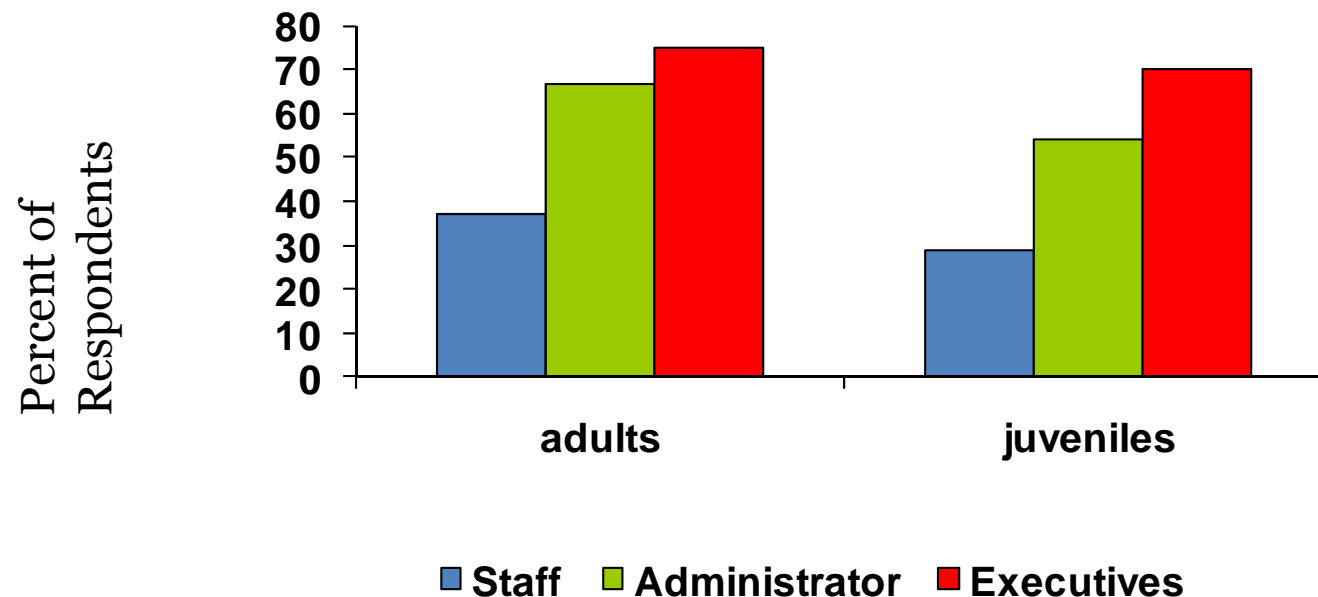
- workers do not always actively embrace or resist policy, as prior literature often suggests
- couch rejection of reforms in intense passivity (ambivalence)
- disregard policy—either by not knowing *or* not caring about it. Passivity, then, *becomes* the ground-level policy-in-practice trumping reform efforts
- It is the attitude of:
 - I don't know
 - I don't care
 - It won't last long!!!

Organizational Realities

- Routines are important—they are the resisting force
- Work is defined by predictable processes
- Altered work routines must
 - Fit within organizational requirements (i.e. training, acknowledgements, etc.)
 - Create incentives to change
- Value clarification: “hug a thug” vs goal oriented change
- Vision of a therapeutic milieu would change the focus of the routine—COs would see their work in a different lens

Response Rates from Survey

- **Survey administered via mail**
- **Multi-level** (Head of state agency, facility administrator, staff)

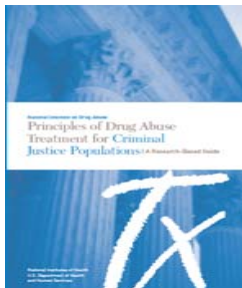


- Analyses found that there was no difference in response by geography, size of jurisdiction/facility, or type of organization

Using EBPs

- Standardized risk assessment
 - Standardized SA tools
 - Engage and retain clients in treatment
 - Treatment duration of 90 days+
 - Comprehensive Services
 - Therapeutic community/CBT
 - Continuing care or aftercare
 - Graduated sanctions and incentives
 - Drug testing in treatment
 - Systems integration
 - Address co-occurring disorders
 - Assess treatment outcomes
- Family involvement in treatment
 - Qualified staff
 - Developmentally appropriate treatment

| Setting | Mean EBPs Adopted |
|---------------|-------------------|
| Adult Prison | 5.6 |
| Adult Jail | 4.6 |
| Adult CC | 4.7 |
| Juvenile Res. | 5.7 |
| Juvenile CC | 4.8 |
| Drug Court | 6.6 |



Friedmann, Taxman, & Henderson, 2007; Henderson, et al 2007; Henderson, Taxman & Young, 2008

Factors Associated with EBP Use

Statistically Significant with Use

- **Community based centers or programs**
- **Administrators:**
 - **Background in human service**
 - **Knowledge about EBP**
 - **Belief in rehabilitation**
- **Performance driven culture**
- **Emphasis on training**
- **Emphasis on internal support**
- **Network connections**

Factors Not Found to be Related to Use

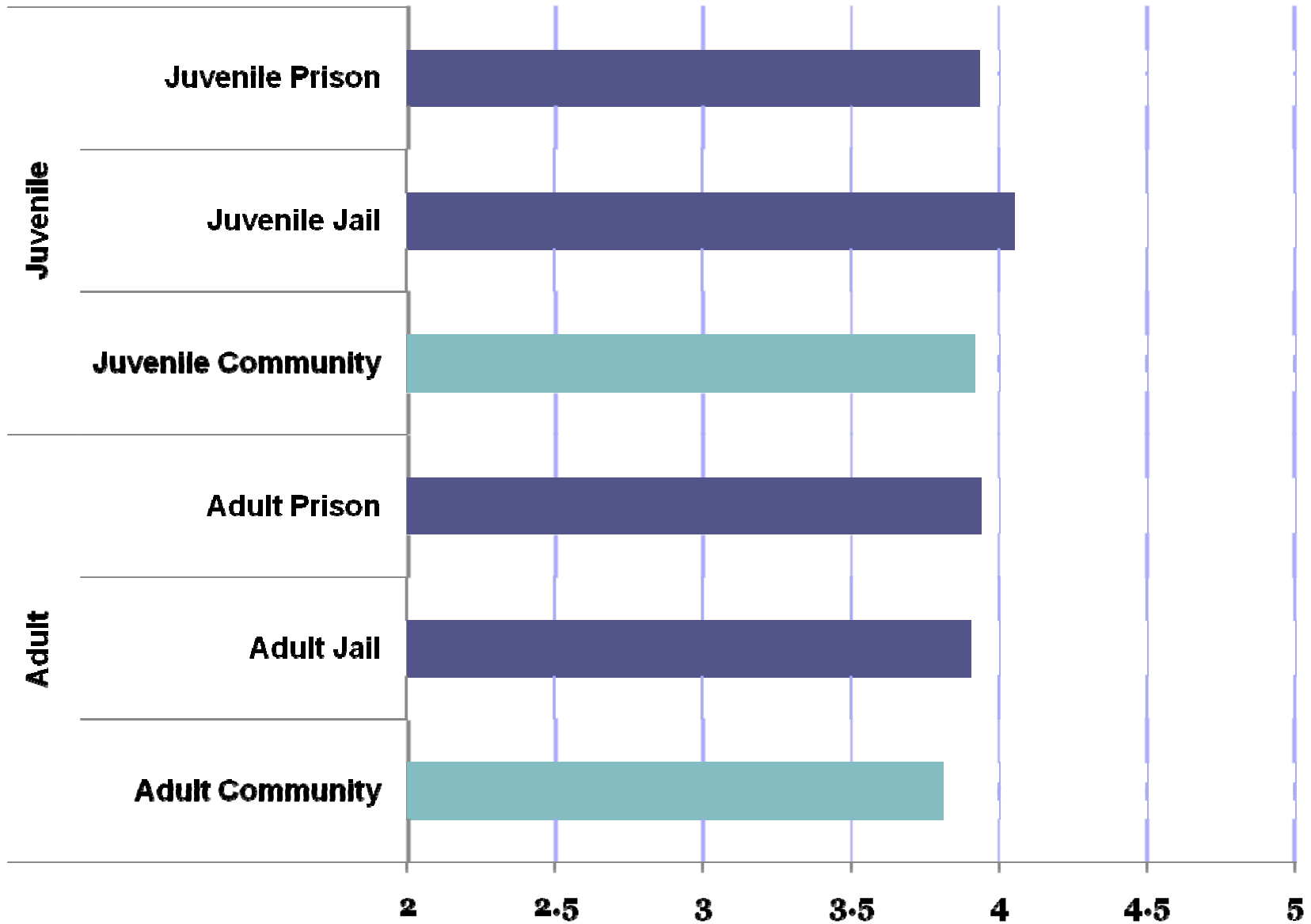
- **Size of Population**
- **Physical Plant**
- **Staffing**
- **Leadership Style**



Training and Resources

- More training resources associated with more EBP use at both local ($p=.002$) and state ($p=.028$) levels
- More internal support for programming associated with more EBP use at local level ($p<.001$)

Organizational Climate for Learning



Systems Integration to Improve Networkness?

Most Typical Activities:

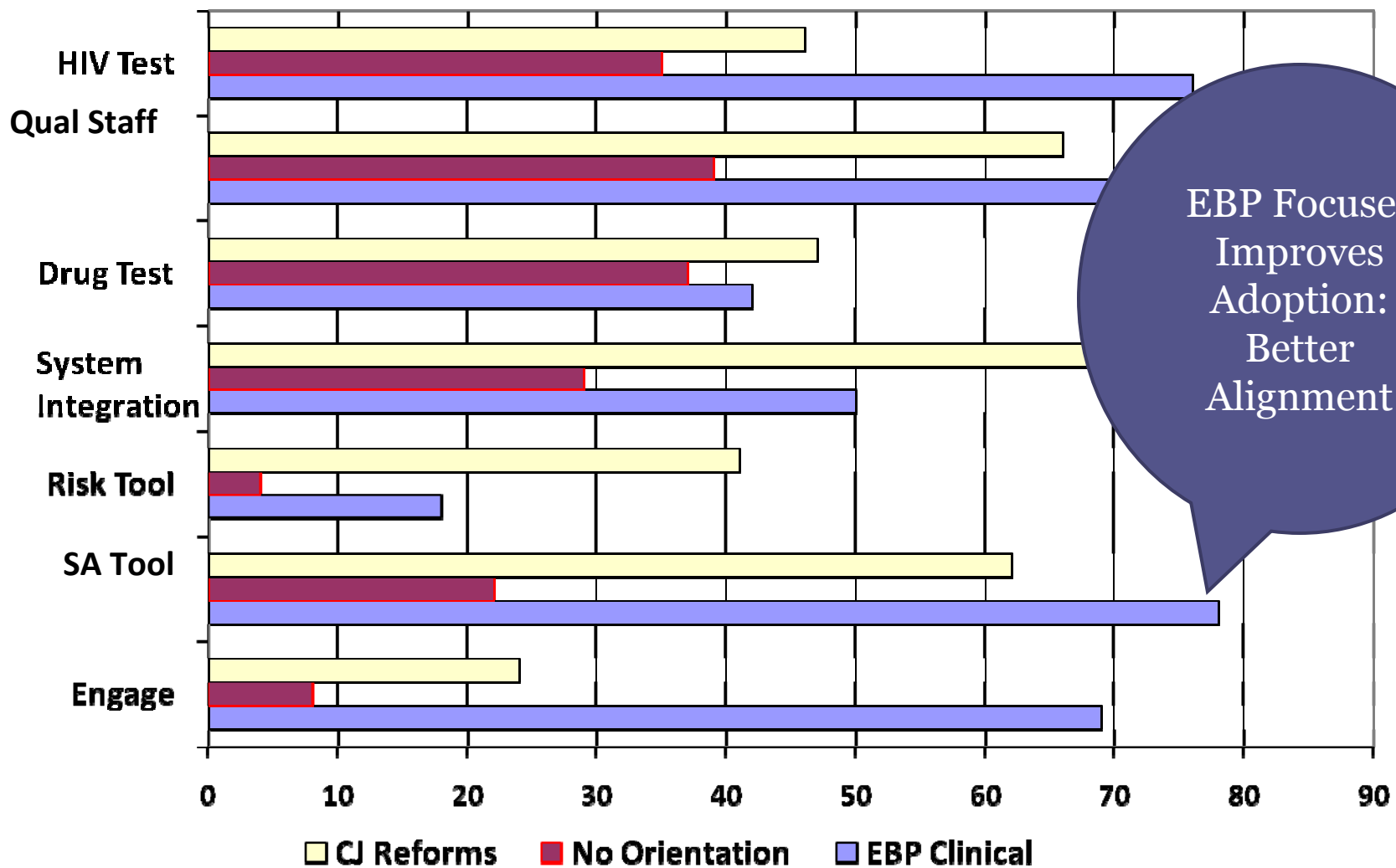
- Share Information with agencies
- Develop Client Eligibility Across Agencies
- Written Program Programs
- Joint Staffing of Program
- Modified Program to Meet Correctional and SA Agencies
- Written MOU between agency

- ✓ Average Number of Activities Integrated:
 - **Drug Court=6.1**
 - **Probation/Parole=4.5**
 - **Prison=3.2**
 - **Jails=3.7**
- At state level, shared activities between substance abuse treatment and probation and parole related to more EBP use ($p=.003$)
- Also at state level, more involvement between criminal justice agencies related to more EBP use ($p=.006$)

State-Local Facility Interactions

- State executives views on the missions and goals of corrections very influential.
 - When state executives place a high priority on substance abuse treatment, more EBPs were adopted, despite higher levels of local administrators' punishment attitudes ($p=.025$)
 - When state executives have higher crime deterrence attitudes, local administrators reported using fewer EBPs, despite placing high importance on corrections-based substance abuse treatment ($p=.001$)

Impact of Type of Reforms on Adoption



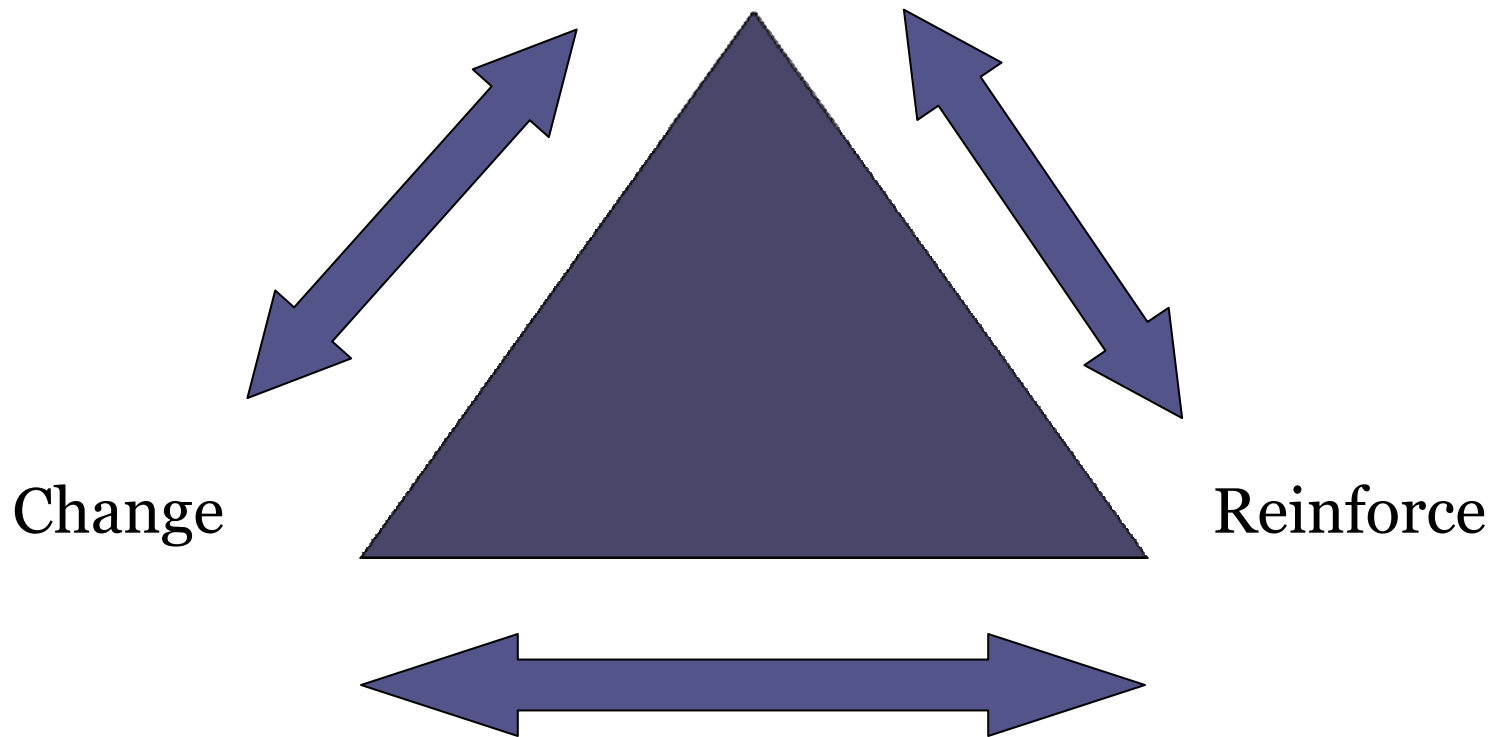
EBP Focuses Improves Adoption: Better Alignment

Alignment & Fit

- Vision of Therapeutic Alliance
- Alignment is important: state-local, mgrs-staff
- Culture needs to reduce cynicism
- Focus on organizational learning environment which supports innovation
- Focus on skill development
- It is not enough to provide the materials, need assistance in learning how to use it

Organizational ~~Process of Offender Change~~

Engage





#1 Organizational Learning

- What is the vision for the future?
- Passivity=learn about how routines can be changed
- Focus on staff development
- Refocus on the mission
- Create a vision of a therapeutic milieu—for workers and offenders
- Recognize the features that need attention

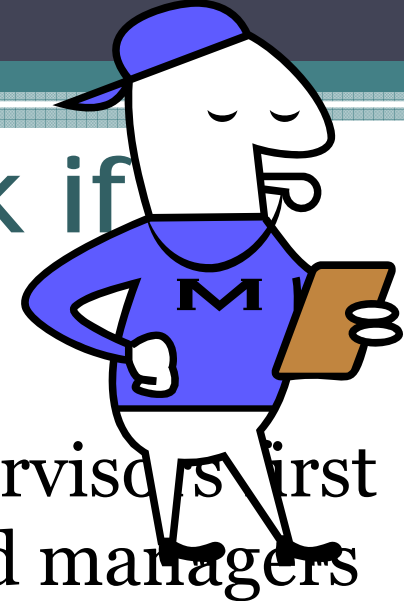
#2: Participatory Management

Staff and Management Skills

- Communication
- Build Rapport
- Contingency management sessions
- Deal with Ambivalence and Resistance
- Design & Implement
- Goals & Cohension



#3 Coaching, it can work if



- Yes, if not a prescribed plan
- TA needs to address mid-level supervisors first
- TA needs to work with line staff and managers on alignment
- In-House Experts
- Skill Development of Staff
- Organization's Value of Employees
- Expertise within the organization
- Translates management to staff and vice versa
- Focus on the culture of being trust within organization; confidence in model is safe

4: Organizational Climate

Climate: norms that include...

- Agency and staff priorities
- How offenders are handled
- Learning & Processing New Information



Therapeutic Milieu requires

- A vision
- Recognize as a service provider
- Culture-Trust, change, etc.
- Focus on actions of workforce
- Clarify expectations
- Reinforce good behaviors

VICTORY IS.....milieu





Special Editions:

Journal of Substance Abuse Treatment,
April 2007

Drug and Alcohol Dependence,
August 2009

Evidence Based Corrections & Treatment:
<http://gemini.gmu.edu/ebct>